

DD/M&S Registry  
File Personnel 5

18 SEP 1973

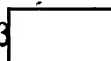
Director of Personnel  
[ ] Headquarters



STAT

Deputy Director for  
Management and Services  
[ ] Headquarters

20 SEP 1973



To 4:

STAT

The attached memorandum on the handling of the Personnel Development Program is resubmitted for signature and reflects the changes you made on the original submission.

Director of  
Central Intelligence  
[ ] Headquarters

I interpret your amended language in paragraph 2 to mean you desire this Office to, first, work with each of the Directorates to establish a standardized method of presenting their PDP to you and underscoring the more significant parts of their contents. We would further plan, after accomplishing the above, to schedule individual Directorate presentations with you.

/s/ John F. Blake

John F. Blake  
Director of Personnel

Distribution:

- Orig - Adse
- 1 - DDCI
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D/Pers:JFBlake:bkf (18 Sep 73)

ADMINISTRATIVE — INTERNAL USE ONLY

Pers 73-4202/A  
DD/M&S 73-3625  
ER 73-5424

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22 SEP 1973

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Management and Services  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Deputy to the DCI for the  
Intelligence Community  
General Counsel  
Legislative Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Personnel Management

REFERENCE : Memo dtd 3 Jan 73 to Deputy Directors  
fr ExDir-Compt; subject: Personnel  
Development Program

1. With the institution of the Personnel Development Program and the Annual Personnel Plan, I believe we have made a significant start toward achieving a more uniform and more orderly approach to the management and development of our personnel assets.

2. With regard to the Personnel Development Program, it is my intention, as I noted in my 3 January 1973 memorandum, to review with each Deputy Director his particular PDP submission on an annual basis. I would like to start on this process. I intend to use the Office of Personnel as my supporting staff in assisting me in this review. It is, therefore, now appropriate for the Directorates to prepare a presentation of their Personnel Development Programs with the Director of Personnel. A schedule for the reviews will follow.

/S/  
W. E. Colby  
Director /s/ John F. Blake  
18 SEP 1973

cc: AO/DCI  
Distribution:

ORIGINATOR:

Orig - DDI 1 - DD/M&S DD/Pers: [ ] :bkf  
Xerox - Ea other adse 1 - D/Pers Subject (10 Sep 73)  
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# OFFICIAL ROUTING SLIP

DD/M&S Registry

File *Personnel 5*

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TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Personnel [redacted]		
2			
3			
4			
5			
6			

X	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE

## Remarks:

ADD/M&S has noted Mr. Colby's changes in the memorandum and the question on the Director's routing sheet.

*13/LDP*  
LDP

Att: DD/M&S 73-3625

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FOLD HERE TO RETURN TO SENDER

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
Executive Officer to the DD/M&S [redacted]	14 Sep 73

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FORM NO. 1-67

237

Use previous editions

(40)

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EO-DD/M&S: [redacted]:kmg (14 Sep 73)

## Distribution:

Orig RS - Adse w/O&13 of Att (DD/M&S 73-3625) + WEC note

*X* - DD/M&S Subject w/cy of Att & WEC note

1 - DD/M&S Chrono.

DD/M&S 73-3625: Undtd, unsigned memo to DDI, DD/M&S, DDO, DD/S&T, D/DCI/IC, GC, LC, IG, ~~EXXEN~~, D/ONE, subj: Personnel Management

STAT

Approved For Release 2003/04/29 : CIA-RDP84-00780R005400100002-2

Next 2 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R005400100002-2

MEMORANDUM FOR: The Director

Bill:

I believe this is in  
accord with a discussion you had with  
Jack Blake. Recommend your signature.

*is/ Bob*  
Robert S. Wattles

12 SEP 1973

(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

ADD/M&S:RSW/ms (12 Sept 73)

Distribution:

Orig Blue Note - Adse, w/O&14 of Att \*

1 - DD/M&S Chrono, w/hold cy of Att *W&S*

~~1 - DD/M&S Subject~~

1 - RSW Chrono

\* DD/M&S 73-3625: Memo dtd \_\_\_\_\_ for DD/I,  
DD/M&S, DDO, DD/S&T, Deputy to DCI for IC, General Counsel,  
Legislative Counsel, IG, D/ONE fr the Director, subj: Personnel  
Management

In. # 73-3625

Q.R. # 73-5424

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Management and Services  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Deputy to the DCI for the  
Intelligence Community  
General Counsel  
Legislative Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Personnel Management

REFERENCE : Memo dtd 3 Jan 73 to Deputy Directors  
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Development Program

1. With the institution of the Personnel Development Program and the Annual Personnel Plan, I believe we have made a significant start toward achieving a more uniform and more orderly approach to the management and development of our personnel assets.

*on an annual basis*  
2. With regard to the Personnel Development Program, it is my intention, as I noted in my 3 January 1973 memorandum, to review with each Deputy Director his particular PDP submission, and I would ~~soon~~ like to start on this ~~phase~~ process. I intend to use the Office of Personnel as my supporting staff in assisting me in this review, most likely on a semi-annual basis. It is, therefore, now appropriate for the Directorates to forward their Personnel Development Programs to the Director of Personnel. A schedule for the reviews will follow.

with

*Prepare a presentation of*

W. E. Colby  
Director

ILLEGIB

cc: AO/DCI

Distribution:

Orig - DDI

Xerox - Ea other adse

1 - DDM&S

1 - DCI

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1 - D/Pers Subject DD/Pers:

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ORIGINATOR:

Director of Personnel

1 - D/Pers Chrono

1 - OP/CMO

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hkf (10 Sep 73)

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11 SEP 1973

MEMORANDUM FOR: Deputy Director for Management and Services  
SUBJECT : Personnel Development Program

1. As you know, the various Directorate Personnel Development Programs are, at the moment, resting in the various offices of the Deputy Directors. Judging from my conversation with the DCI, he would now like to get on with the review phase and to use the Office of Personnel in assisting him with this. I, therefore, am sending you the attached action memorandum for his signature.

2. We are working on a format in which we will present the data to him and will shortly be sending it forward for your and his comment and/or approval.

  
John F. Blake  
Director of Personnel

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Attachment:  
Proposed memo from DCI re  
Personnel Management

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DD/M&S Registry  
File *Personnel 5*

DD/M&amp;S

27 JUL 1973

Executive Registry	73-1623/1
73-1623/1	

MEMORANDUM FOR: Executive Secretary, CIA Management Committee

FROM : Personnel Approaches Study Group

SUBJECT : New Approaches to Personnel Management

1. Action Requested:

On 1 June 1973, the CIA Management Committee instructed the Director of Personnel to develop a Study Group to recommend changes in the career service system by 1 August (MCA-24A). It is requested that the Committee review the initial findings contained in this report and grant approval to the Study Group to continue its work in developing new approaches to personnel management.

2. Background:

a. After the 1 June meeting, Mr. Harry Fisher advised his Office that the Committee's discussions indicated a comprehensive, integrated review of personnel issues and problems should be undertaken.

b. Within the time available to Mr. Fisher and his staff during the June excess personnel exercise, they did some preliminary work in preparation for the Study Group. Within a week after Mr. Fisher's retirement, Mr. Blake, the new Director of Personnel, established the Personnel Approaches Study Group (PASG) and convened its first meeting on 9 July.

c. Membership of the Group consists of the Director of Personnel and a senior officer designated by each Deputy Director.

Members

John F. Blake, Chairman  
David S. Brandwein  
  
E. H. Knoche

Directorate

DDM&S  
DDS&T  
DDO  
DDI

Appropriate personnel staff officers are also involved.

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d. The Study Group initially familiarized itself with basic personnel issues of major concern to top management and other Agency officials. Toward this end, PASG members examined memoranda written by the Executive Secretary, CIA Management Committee on personnel and training issues and reviewed the MAG and IG papers on the Agency's career services. Mr. Blake also discussed with the Deputy Directors their views on ways of improving the quality of personnel management. From the perspectives gained in this appraisal, the Study Group has identified four personnel goals:

(1) Personnel philosophy in line with today's managerial philosophy should be oriented toward the one-Agency concept.

(2) Personnel is a resource just as money is, and together they are the elements of program management. Deputy Directors are currently highly responsible for and involved in the financial aspects of program management. They need to become similarly involved in the personnel aspects. This involvement should include the control of significant personnel actions initiated by their components.

(3) In meeting Agency objectives and seeing to it that personnel management is carried out as effectively as possible, the Deputy Directors should be given flexibility in arrangements they make to integrate the personnel and financial aspects of program management.

(4) The best features of decentralized personnel management as practiced in CIA can be preserved to the extent that they are not incompatible with the goals cited above.

e. To meet these goals, the Study Group believes an integrated approach is better than the piecemeal solution of individual personnel management problems. Therefore, it would be appropriate for PASG to make recommendations only after careful consideration of the following questions:

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- (1) What are the Agency's personnel objectives?
- (2) What policies and programs should be promulgated to implement these objectives?
- (3) What should be the relationship between the Agency's command structure and personnel management?
- (4) What should be the roles of the DD's and Office Chiefs in implementing personnel policies?
- (5) Are the existing personnel regulations, guidances and systems in conflict with proposed new personnel policies and, if so, how should they be altered?
- (6) Should there be standard evaluation of personnel criteria?
- (7) What is the best way to monitor the effectiveness of personnel programs?

f. In the course of their discussions, the PASG members reviewed some of the major personnel problems considered to be deserving of more intensive examination. Although the Group's discussions concentrated upon the career services, the broader aspects of current personnel management, both good and bad, were reviewed.

(1) Responsiveness by the career services to their own needs is a strength under our present decentralized system of personnel management. As a result, employee professionalism of the kind needed within each organizational area has been fostered. Career services have also facilitated comparisons of the relative achievements and potential of employees within a component, or within the same grade within a component.

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(2) But decentralization also results in parochial interests and institutional barriers which hinder the effective Agency-wide use of human resources, wherever situated. It also accounts for the lack of standardized criteria for evaluating employees.

(3) Among some rank-and-file employees, there is the feeling that career management is poorly handled by the career services. This may stem from the fact that personnel authority and responsibility are diffused. Basic personnel authorities (promotion, key assignments and training) are assigned to Career Service Heads, and daily management responsibilities (such as daily supervision, motivation and discipline) are placed in line managers. PASG is aware that this separateness of authority has advantages as well as disadvantages, especially at the senior levels or in big organizational areas; but it feels the problems sometimes created should be reexamined.

g. The Study Group believes that certain policy changes should be made in concert with other recommendations covering desired personnel goals, objectives and organizational changes. Special attention should be given to possible improvements in supergrade management, mobility, career counseling, personnel evaluation and employee communications. No doubt there are other issues equally worthy of consideration that a further review of the present system would reveal.

h. Finally, the point is stressed that purposeful objectives, policies and systems are useless without followup systems to review plans and check on performance. For example, the Group feels the ultimate value of the PDP and APP will depend upon the effectiveness of the proposed reviews of these programs. Similarly, executive and feedback plans should be developed systematically for any new personnel programs that may be recommended.

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- 5 -

3. Recommendation:

That PASG be given three months to complete a study on new approaches to personnel management, in accordance with the concepts in this paper and subject to any additional guidance provided by the CIA Management Committee. This authorization, if granted, should be made with the understanding that members of PASG will meet periodically on a part-time basis.

[Redacted]

STAT

John F. Blake, Chairman (DDM&S)

[Redacted]

STAT

David S. Brandwein (DDS&T)

[Redacted]

STAT

E. H. Knoche (DDI)

Attachment:

Proposed Schedule of Part-Time  
Activity of PASG:

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APPROVED:

[Redacted]

[Redacted]

DISAPPROVED:

Distribution:

Orig - Return to D/Pers  
11 - ES/CIA MC  
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1 - DDS&T  
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1 - DDI

1 - D/Pers Chrono  
1 - DD/Pers-P&C

DD/Pers: [Redacted]:bkf (27 Jul 1966) STAT

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- 5 -

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/s/ John F. Blake

John F. Blake, Chairman (DDM&S)

/s/

David S. Brandwein (DDS&T)

[Redacted Signature Box]

STAT

/s/

E. H. Knoche (DDI)

Attachment:

Proposed Schedule of Part-Time  
Activity of PASG

APPROVED: \_\_\_\_\_

DISAPPROVED: \_\_\_\_\_

Distribution:

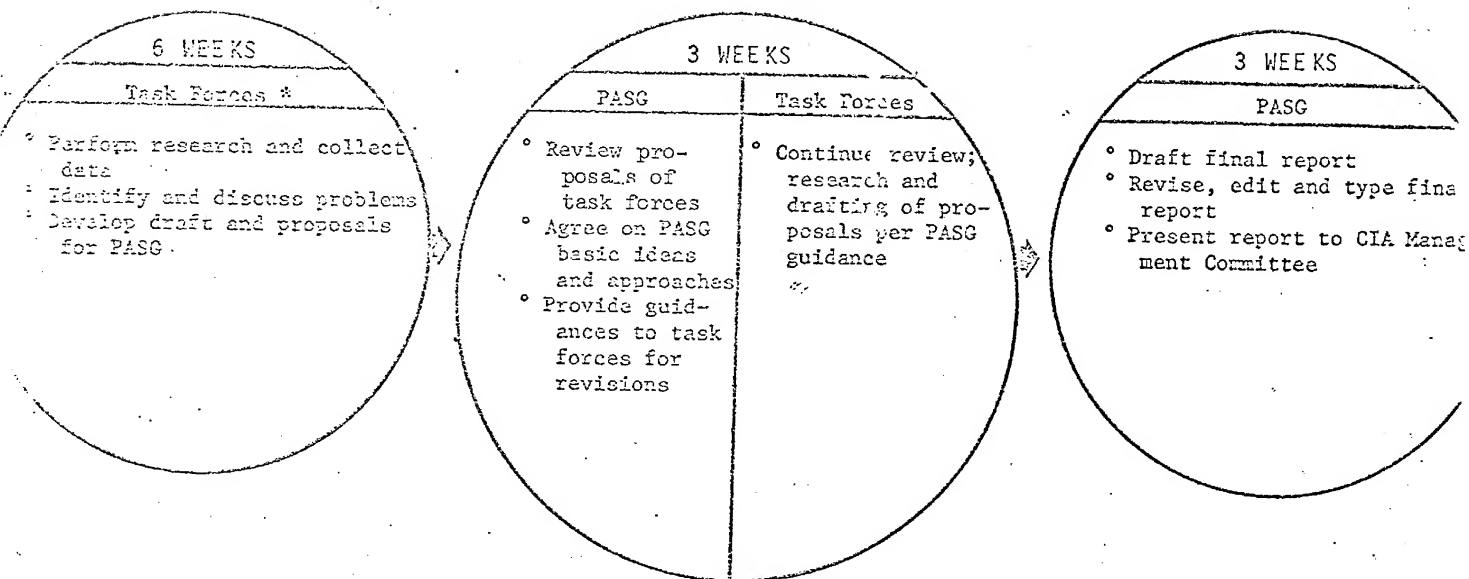
Orig - Return to D/Pers  
11 - ES/CIA MC  
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DD/Pers: [Redacted] bkf (27 Jul 79) STAT

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PROPOSED SCHEDULE OF PART TIME ACTIVITY OF PASG  
(Three Months)



\* PASG to perform its work in sub-task forces:

- #1 - Personnel philosophy, objectives, authorities, roles and structures
- #2 - Personnel policies, programs and processes
- #3 - Personnel program effectiveness review and monitoring systems

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DD/M&amp;S 73-2667

13 JUL 1973

**MEMORANDUM FOR:** Executive Secretary, CIA Management Committee

**SUBJECT :** Personnel Development Program

1. The components within the Management and Services Directorate have completed their proposed Personnel Development Program (PDP) for FY 1973-1977 and I am currently reviewing their finished products. I realize that you are anxious to see the results of the Agency Personnel Development Program and that you are also interested in discussing each Directorate proposal in the near future. This is to advise you that I am prepared to discuss in detail with you the over-all Management and Services Directorate Personnel Development Program. I have not attached the individual Management and Services component Personnel Development Program submissions but they are on file in my office and ready for you to review at your convenience.

2. The results of the PDP review of senior personnel requirements and the identification of personnel against the same requirements have been accomplished in a very short time frame and I am sure during the next few months reorganizations within the Management and Services Directorate will create additional changes having an impact on the individual component Personnel Development Programs. Nevertheless, I feel that the exercise has been worthwhile but the success of the Program will be measured by our continued follow-up to assure that executive development is accomplished.

3. In summary, I have identified in conjunction with my Office Heads [ ] in grades GS-15 through GS-17 which will require replacements during FY 1973 through FY 1977. This is [ ] of the total number of GS-15 through GS-17 positions in the Management and

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-2-

Services Directorate. The PDP has also identified 209 officers in grades GS-13 through GS-15 who need further executive development experience and training to be prepared to assume the senior requirements which will exist during the period FY 1973 through FY 1977. This group represents [ ] of the total GS-13's through GS-15's in the Management and Services Directorate.

/s/ Harold L. Brownman

HAROLD L. BROWNMAN  
Deputy Director  
for  
Management and Services

Distribution:


- Orig & 1 - Addressee
- ✓ - DD/M&S subj
- 1 - DD/M&S chrono
- 1 - ACMO/DDM&S


ACMO/DDM&S: [ ] :pao (5 July 73)

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9 July 1973

Note for: Mr. 

The attached copies of the Personnel Development Program include material on all career services within the M&S Directorate with the exception of the "S" (MG) Career Service. They are being typed at the present time and will be added in the next day or so. Meanwhile, I suggest we have Mr. Brownman sign the attached memorandum to the DCI. I will follow up on this matter upon my return from 

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p.s. Mr. Wattles is in agreement with the approach taken in the memorandum to the DCI. A statistical summary which includes the "S" Service is on the left side of the attached folders.

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